

LEARNING FOR LOCALLY LED DEVELOPMENT

LOCAL WORKS GLOBAL WORKSHOP
MANILA, PHILIPPINES | 2019

THE JOURNEY TO SELF-RELIANCE BEGINS WITH LOCALLY LED DEVELOPMENT

The Journey to Self-Reliance requires a critical first step: finding new ways to empower communities as they **plan, finance, and implement solutions to solve their own development challenges**. To meet this need, USAID pilots and learns from programs like Local Works, which engages local partners and co-creates programs that address pressing, community-identified challenges to advance locally led development. Identifying and sharing lessons learned from Local Works informs and improves locally owned, sustainable development efforts across the Agency.

INAUGURAL LOCAL WORKS GLOBAL WORKSHOP

From April 24-26, 2019, staff from 13 USAID Missions and USAID's Office of Local Sustainability convened the first global gathering of the Local Works Community of Practice. Over three days, Mission colleagues shared their successes, challenges, and approaches advancing local leadership of development. Participants also had the opportunity to engage with several USAID principals and Local Works architect Tim Rieser, Minority Clerk for the Senate Appropriations Committee on Foreign Operations.

Local Works Missions' **key lessons learned** on strengthening local organizations' capacity to plan, finance, and implement locally led development programs contribute to USAID's broader work supporting countries on their journeys to self-reliance.

FIRST LISTEN, THEN PLAN

- **Value Listening.** Before designing a program, Local Works Missions actively visit communities, ask for their insights, and listen. Missions shared how listening with respect, humility, and an open mind can illuminate previously unidentified challenges and spotlight potential partnerships or approaches. Local Works Missions foster listening opportunities through approaches that include community town halls, country-wide listening tours, youth roundtables, and advisory councils for marginalized groups.
- **Plan for New Partnerships.** Local Works Missions use creative ways to diversify partnerships to include local organizations, the local private sector, academia, and local government. These include creating local-only Indefinite Delivery Indefinite Quantity contracts, targeting Broad Agency Announcements and other solicitations to local entities in the local



PHOTO CREDIT: USAID DOMINICAN REPUBLIC

Representatives from the USAID/Dominican Republic Mission engage with community members during their listening tour.



PHOTO CREDIT: USAID BURMA

Local actors at the USAID/Burma Whole System in the Room workshop identify common priorities for tackling the drug epidemic in Kachin State.

ABOUT LOCAL WORKS

Established in 2015, USAID's Congressionally directed Local Works program advances locally led development around the world, providing USAID Missions with resources, tools, and opportunities to try new development approaches that are more flexible, locally responsive, and sustainable.

language, and using social network analysis to identify potential new partners.

- **Adopt a Whole of Mission Mentality.** Missions have found success adopting an all-hands approach to Local Works programs, bringing staff from technical offices, the Finance and Contracting Offices, and the Program Office together early and often to listen, co-create, and manage adaptively. This helps foster creativity and flexibility in procurement approaches and enhances knowledge-sharing across technical areas.

BUILD ON EXISTING FINANCING AND RESOURCES

- **Leverage Partnerships.** Partnering with the private sector through Local Works produces win-win results for USAID and companies. In the Dominican Republic, USAID's partnership with a soft drink company facilitated the company's transition from ad hoc corporate social responsibility efforts to long-term development investments and offered USAID the opportunity to communicate key messages on more than 50,000 drink stands country-wide.
- **Mobilize Local Resources.** Local Works Missions know that building on existing community expertise and funding promotes sustainability and buy-in. In Serbia,

“

Local Works is about learning - at all levels - for all actors involved.”

- GLOBAL WORKSHOP PARTICIPANT

USAID provides capacity development and technical training for a privately financed venture philanthropy fund for social enterprises.

- **Plan for Learning in Budgets and Awards.** Local Works Missions use budgets and awards structured to allow for adaptation and learning to promote more adaptive, sustainable programs. Some approaches include fungible budget line items and adopting a “pause - pivot - proceed” approach to evaluating progress mid-stream and making needed adjustments to contracts with option years.

CUSTOMIZE, IMPLEMENT, AND ADAPT

- **Customize Capacity Development.** Local Works Missions recognize that local organizations bring different sets of experiences and existing capacities to the table and customize capacity development efforts accordingly. Successful approaches include one-on-one coaching; pairing prospective organizations with long-term partners through mentorships; and customizing award milestones and timelines.
- **Embrace Continuous Learning.** Local Works programs build in opportunities for learning from the beginning. Missions test their learning questions and assumptions, and partners often iterate and adapt programs along the way.

For additional insights and approaches from Local Works Missions, or if USAID colleagues would like to request a full copy of the Global Local Works Workshop Outcome Report, please contact localsustainability@usaid.gov.

LISTENING TO ADDRESS WATER CHALLENGES IN PHILIPPINES

When launching LocalWorks, the USAID/Philippines Mission focused on listening first. They organized a listening training and then completed a comprehensive listening tour with more than 500 local actors. Trusted community members facilitated tour community conversations with USAID teams in ten of the Philippines' 17 regions. USAID/Philippines ensured listening teams mixed administrative and technical staff from a variety of hiring mechanisms to build collaboration and cross-sectoral understanding.

Community discussions offered some surprising, nuanced new directions for Mission programming. One major community challenge focused on water, urban service delivery, and infrastructure. As a result, the Mission is launching systems-based approaches to address water challenges in one municipality. Across Local Works efforts, the Mission leverages existing local assets, including the Philippines' vibrant civil society. Looking forward, USAID/Philippines plans to strategically integrate the Local Works approach throughout its new Country Development Cooperation Strategy.



PHOTO CREDIT: USAID PHILIPPINES

Christopher Foley, USAID/Philippines Deputy Chief of the Program and Resources Management Office, gathers community feedback in Leyte, Philippines.

Thanks to all USAID Local Works Missions who contributed their learning and insights: USAID/Armenia, USAID/Bangladesh, USAID/Bosnia and Herzegovina, USAID/Burma, USAID/Dominican Republic, USAID/El Salvador, USAID/Guatemala, USAID/Honduras, USAID/Malawi, USAID/North Macedonia, USAID/Morocco, USAID/Serbia, USAID/Philippines, USAID/Uganda, USAID/Vietnam, and the USAID/West Africa Regional Mission.